

"THE MAN FOR THE PLACE." WHAT SHOULD HIS TRAINING BE?

Heads of Great Enterprises in St. Louis Discuss the Qualifications Necessary for Important Performance in the Business World.

WRITTEN FOR THE SUNDAY REPUBLIC.

What are the qualifications that the manager of a large business must possess if he would succeed?

And what kind of a man would the head of a big mercantile firm, the head of a big bank, the head of a big trust company, or the head of any other big business, demand, if the occasion should arise when he had to choose some one to succeed him?

That certain special qualifications are required in the manager of a big concern is necessarily admitted. But are these qualifications an inheritance—are they born in a man, and therefore a matter that his ancestors are wholly responsible for—or are they capable of cultivation? Can they be acquired by training, by education in college or free schools, or in the shop?

And, given the ability to manage a large concern, what are the other qualities that are required in a man before he will be selected to take the place of the "boss," and be in that position, fondly dreamed of by every ambitious youth—where he can do as he pleases, get to work when he feels like it, and spend his time as he chooses in the office, shop or show when he is in a bad humor?

There is some diversity of opinion among the managers of large St. Louis business houses as to exactly the qualities that they would require in the men they would select to succeed them, in the event that it became a matter of necessity or of choice for them to retire. There are a few things, however, that all who discussed this question

for The Sunday Republic agreed were necessary in a good manager of a big business. They are:

Integrity.
Good habits.
Application.
Knowledge of the business from the ground up.
A study of general business conditions.
Good judgment.

Ability to command men, and to command their respect.
There was also a unanimous opinion that a college education was not essential in success in business life. The opinion as to whether such an education was a benefit, or the reverse was divided, some holding that it was a benefit, and others holding that it was a handicap. All agreed that practical education was essential.

During the course of the interviews, the gentlemen who were asked the talking cited instances which are a part of the history of St. Louis business life. One of

them, in explaining that carelessness in personal appearance was not necessarily to be taken as an indication of carelessness in business habits, cited the fact that one of the most successful wholesale merchants that ever did when and where to buy and sell.

Another, referring to the fact that one of the largest business men in the city had failed when he went into business for himself, cited the fact that his business was so badly managed that it was unable to devise schemes of expansion.

To prove that attention to details is something that the "boss" should be able to do, it was related that the "boss" of a large business man who would work from 7 a. m. to 10 p. m. every day, and that he would be in his office at 7:30 a. m. each day, and work until 10 p. m. each day.

Here are the opinions of some of the managers of large St. Louis business houses as to the qualifications that a manager must possess:

The President of a Trust Company.

FESTUS J. WADE.

If I should make up my mind to retire from business and should desire to select a successor, I think I should choose a man who had been trained in my business. My reasons for this would be that such a man would not only know the ropes to the business, but, if he were a man capable of becoming manager of it, he would know wherein were the successes and wherein were the failures. He would know the business faults of the former boss, as well as the business virtues. He would know better than an outsider possibly could where the weak spots were, and would be in a better position to strengthen them; he would know where the strong spots were and be able to further strengthen them. In fact, he would know what he would have to do to do the mistakes of his predecessor, and what to do to enhance his successes.

The first thing necessary to success as the head of a big business enterprise is absolute truthfulness. The man who lies will not succeed, for he will never establish a firm basis. He will never inspire confidence in either his subordinates or his customers. He will have a weak spot in his structure that will affect it from foundation to dome. I know that it is more or less said that a man in business has to lie to some extent, but I think that the man who is untruthful in any walk of life will fail.

Another necessary attribute is a practical knowledge of the particular business to be engaged in. Every man that has a practical knowledge of his business is not capable of managing it; but it is very rare indeed that a man who has not that practical knowledge can succeed. He must understand his business, and to do this he must have had practical experience in it.

Education is a decided advantage to a man. The educated practical man is a better man than the uneducated practical man. But a college education is not all in business life. Education is all right, but it does not amount to anything unless it can be put into practice. If I had to choose between the educated impractical man and the uneducated practical man, I should select the uneducated practical man.

Habits are everything. No man of bad habits should be at the head of a big institution. He will not fully succeed. He cannot bring to bear all the forces of mind and energy that are necessary to complete success.

The Founder of a Milling Company.

E. O. STANARD.

A man to succeed as the head of a big business must be a man of unquestionable habits. He must have a wide experience and he must have good foresight. He must understand his business in every detail, and as a rule he must be a man of good temperament. By good temperament I mean he must be polite, affable and not easily ruffled. He must have great industry, and the man that does not practice careful economy will, as a rule, not be successful.

In addition to being well informed as to his own business, a man must have a good general knowledge and considerable training in the general business world. He must possess a fair education, but I would not say that a college education is essential, although I do not think it is a bad thing for a man to have. It is liable to give him the ability to take a broader grasp upon the affairs of business.

As to whether I would select the uneducated practical man in preference to the unpractical educated man, I am unable to say. There are too many other features to be considered.

In a way, one might say that managers are born, and not made; but this is not a set rule. Of course, a man must have certain inherent talents to make a success as a manager, but training may have a lot to do with developing what part those inherent talents may play in his development into a successful business man.

It is not always the case that a man who is entitled to succeed does succeed. There is the question of opportunity that must be considered. It is not fair to say that every man can find the opportunity if he is the right man for it. Every man who is capable does not find the opportunity. It may be that there are too many men ahead of him; it may be that other circumstances conspire to keep him in the background; or he may have the ability to make a success. Some men, of course, fail to see and grasp the opportunity when it is presented to them, but I would not say that they are in the majority over those who never have the opportunity.

A very great proportion of the failures in business are due to the fact that the men who fail are not men who thoroughly know the business they are engaged in. They may know some other business, but they have gotten out of their element, and the result is failure. A man should have a practical training in the business in which he is engaged.

The opportunities for a young man in business are not now, in my opinion, as great as they once were—some thirty years ago. A man should have fully matured in his judgment by the time he is 30 years of age; but this is only a general rule. Many men possess fully-matured judgment at a younger age. The matter of training and the length of it have very much to do with the development of a man's judgment.

A Broker, Promoter and Financier.

DAVID R. FRANCIS.

A man to be successful in any business must have his mind always on it. He should carry all the main points of his business in his head, so that when occasions arise for quick action he may be able to act without having to stop to study the situation and the reason it may be to him. A man must also be ready for emergencies and have the ability to quickly estimate himself from difficulties, for difficulties are sure to come in all lines of business.

And then a man must have energy and a mind that is capable of planning. Business is not going to come to any man in any line unless he reaches out for it. He cannot sit quietly in his office and not risk. He must be industrious, and he must be capable of devoting the development of his business. He must be, of course, important, as business can be successful only if the public are interested in it. I have known men to succeed when they had no money for details, but they were men who nevertheless appreciated their value and employed men to attend to them. I do not mean that a man at the head of a big business should attend to the details of it; he should not. His mind must be his own, and he must be able to take care of the big things.

The value of an education is solely in the fact that it trains a man's mind to think. It enables him to take a broad view of business, and that is very necessary. It is broadly general in its nature, and it is broad in its scope, and it is broad in its application. It is broad in its scope and it is broad in its application, and it is broad in its application.

Habits are important. No man ever fully succeeded who was not of good habits. Bad habits dull his mind and take his attention from business, and when this is done there is little chance for his success.

Too many men allow themselves to get into grooves. They think of only one thing. When anything comes up outside of that groove they are at sea. They would be better off if they would keep out of grooves. It is a fault of the business life, however, I am not free from it. Frequently I find myself in a rut, and then I have trouble in getting out of it.

I would say, though, after all, the principal requisite for success in business is unceasing attention to it.

The Head of a Wholesale House.

C. E. UDELL.

Good judgment is the first requisite of success in business. After that, and necessary to that, are energy, discrimination, applied, close attention, good habits, unfailing industry, extensive ability and reasonable economy. The ability to stick to one's own business is also necessary.

If I were called upon to select a man to succeed me, I would probably choose one who had been trained by me. But I would not do this unless I felt sure that he possessed the qualities which I have described as being essential to success. The first of these is, I think, undoubtedly, good judgment—the knowledge of when to buy and when to sell, when to buy from and when to sell to, and the ability to distinguish between the profits as shown by the bill, and the profits as will later be shown by the cash book. Ability to carefully select merchandise is very necessary, and the ability to get the proper work out of those who are selected. Statistics show that every year the failures in commercial life amount to 10 percent of the whole; that is, the failures that will occur within the next ten years will aggregate the total number of people in business at this time. The greatest proportion of these failures is attributable to bad judgment.

Energy is very necessary. Unless close application is given to a business it will not succeed. I do not mean that the head of a business should waste his time on detail work. The details of a business are a very necessary part of it; but the head of the business should be free to devote his mind and his attention to development and to lay the plans for its complete success. If he encounters his mind with every trivial detail, he will be bogged in it, weary and it will cause it to be unequal to the larger matters of the concern.

Good habits are very essential. Disipated men have succeeded in business; but their successes were only partial as compared with what they would have been had they been disciplined, and had devoted all their energies to business.

Education is a valuable asset in business. I have seen men succeed without it, but they would have been greatly helped had their minds been trained to think out the problems that presented themselves.

There is no age at which it may be said that a man's judgment is fully developed. I have seen 10-year-old children who had better judgment than some 30-year-old men had. But I should say that a man's judgment as a rule has become fully developed by the time he is 30 years of age. Some think that it is as early as 22 or 25. At 25 years a man has as good judgment as he will have when he is 50, minus the training that the additional experience will give him.

If an employee would succeed to the head of a concern, he must be industrious. He must not be afraid of work. In other words, he must not be overcome by his anxiety to quit work when the white lines that his work is of so little consequence that it can be slighted.

The Cashier of a Large Bank.

WILLIAM H. THOMSON.

There are so many unknown quantities to a man, even after one has studied him carefully for years, that it is hard to say what man is best suited to the management of a large business interest. The difficulties between men are vast and remarkable. In this institution there are any number of men who are good in their positions; how good they would be in other positions is something that only a test could prove. As a rule they are specialists. A man may be perfect in his specialty and yet be a failure as a superintendent of other men.

I would say that the great requisite to success as a manager is a knowledge of the business from its lowest details to its highest, and the ability to impress the men under you with the knowledge that you know how every phase of the work should be done, and that if the occasion arises you would be able to step in and do it yourself. By possessing this perfect knowledge of the business you are in a position to have your ideas as to how the work should be done fairly respected. Experience has shown that as a rule the successful man is the one who has grown up in the business. There are a few exceptions to this rule.

Habits have a great deal to do with success in business. Education—college education—has not so much. I would say that all the education that a man needs for business is a common school education. I do not think that college helps him a particle. In fact, I think it often has a bad effect, in making him too theoretical and not practical enough. I am speaking of commercial and not professional life.

In selecting a man to take a responsible position, I would certainly consider his personal appearance. All things being equal, I would choose the man who appeared to be a gentleman in preference to the man who appeared to be a rascal. It is not safe to say, however, that a man who is careless in his personal appearance is careless in business. Some of the most successful men that I have known have been careless in their dress.

Managers of large concerns are born, not made. I do not say that a man is born to be a manager, whether he applies himself or not. What I mean is that a man must be born with certain traits of character—an individuality—without which he cannot be a success in business. But he must supplement these traits with diligence and careful application to his business. And he must begin to do so early in life. A "born manager" cannot afford to waste too much of his time in the schoolroom or in theorizing if he would succeed.

I think that the chances for a young man to succeed and to take a prominent place in business life are better now than they have ever been. Take the case of the young man in business in St. Louis now. Twenty or thirty years ago it would have been considered preposterous for a man under 30 to assume the management of a big concern. Now the proportion of the concerns that are managed, and well managed, by men under 30 is perhaps as great as it is that of those managed by men of over 50.

The Manager of a Department Store.

JOSEPH FRANKLIN.

If I were to have to select a manager to succeed me in my business, I should most likely choose one from the outside, who had had experience as a manager. To select one who had not had this experience would be to make an experiment, and experiments are dangerous. The heads of our departments are experts, but they are specialists. The man at the head of the ribbon department knows a great deal more about ribbons than I do; the man at the head of the hosiery department knows more about hosiery than I do. It is so in all the departments—the man at the head of each knows more about his line of goods than I know. But he does not know more about all the departments. The man at the ribbon counter, probably knows less about hosiery than I do; the man at the hosiery counter probably knows less about ribbons than I do. And the manager of a big house like this must have a practical knowledge of all the various departments in it. There are perhaps men in this house who are capable of making splendid general managers, but they have not demonstrated that knowledge. Therefore I say that my selection would be a man who had had experience as a manager, and who had been successful, for it is by their success that men are judged.

I do not think that a college education is essential to success in mercantile life. Of course, I would want a man who knew how to read and write, but I do not think it would be a recommendation if he had a classical education. A classical education is liable to make a man a dreamer—a theorist. He is too idealistic. He is not practical enough. He may have great ideas, but they may not be practical. A man might come in here and say that he could make our millinery department three times as large as it is within a year, and he might do so. That is theory. But after he had enlarged it, it might not pay. That is practice, and it is practice that counts. Some of the best business men I know cannot write good letters. That is a drawback to them, but it is not one that prevents their success. Other men can write splendid letters, and then they buy goods that customers don't want. I would rather have the man who is deficient in his letter-writing ability and knows his business than to have the other man who knows how to write a letter, but is deficient in his judgment as to what to buy, when to buy and how much to buy.

HEBER Z. RICK, A MORMON OF MORMONS, IN SNAKE VALLEY, IDAHO.

Husband of Twelve Wives, He Leads a Patriarchal Life Among His Descendants.

Wherever the domain of Mormonism extends the name of Heber Z. Rick is known. From the bleak plains of Alberta, Canada, where the followers of Brigham Young are building themselves a new kingdom, to the tropical wilds of Chihuahua, Mexico, where they have long enjoyed imperial blessings, members of this family are farmers, merchants, cattle ranchers, missionaries, high churchmen—almost a people in themselves. There are 28 of them, ranging from babies in the cradle to men of almost three score, and they are all the descendants of a grizzled man of 77, who still lives and conducts a ranch in the valley of the Snake River, near the place where that stream forms the boundary between Idaho and Wyoming.

No Family to Rival His.

He is the Mormon of Mormons—one for whom there is to be glory and honor in the best world because of his progeny. Even Brigham Young, with his nineteen wives and fifty-six children and scores of grandchildren—will not be able to rival this fruitful old man, Eben LeRoy Snow, whose children are scattered from one end of the world to the other, most now to his own and George Q. Cannon, who has established a family village on the outskirts of Salt Lake City, must acknowledge his supremacy. He is the possessor of perhaps the largest family in the country.

It is an enviable thing in Mormonism to have so many children. Mormons believe the first recorded command of God—"Be fruitful and multiply and replenish the earth"—is the foundation of all Gospel, the keystone in the great plan for the universe. Millions of spirits are waiting in another world, they believe, for "tabernacles of flesh," which they must assume before they can attain the highest glory in the world to come. To one who is industrious in obedience to this command is to come the power of founding a world of his own and becoming god over it—just as, in their belief, Adam founded this world and will be its god in the end.

So this aged man is living on his ranch, still surrounded by his twelve wives and many of his children and grandchildren, is regarded with veneration by the Mormon colony, which has spread throughout the southwestern part of Idaho, he is called



"BISHOP" HEBER RICKS, THE HEAD OF THE COLONY.

men to be pioneers in settling this virgin country. With two or three score of emigrant families who had come from Europe, he would place about a score of families who had been come seasoned and start them out to found new colonies. The church guaranteed to keep them from starving, but otherwise they had to look their own fortunes out of nature.

Took Party Into Wilderness.

Ricks headed one of these parties, which, in 1829, took possession of the Snake River Valley. He took up ranches for himself and all his wives, and distributed his followers over the surrounding country. These he would furnish with food and clothing, but he and his followers grew to be political factors in Idaho.

They had trouble at one time because of

their religion. Idaho felt it could not tolerate the practice of polygamy, and when it became a State a law was made which forbade not only those who had more wives than one, but those who even believed in polygamy as part of their religion. After the Mormon Church has declared its intention of abandoning plural marriage, however, the law was repealed, and now Ricks and his followers know that their people hold a balance of power in their State.

Some of Ricks' children have shown approval of the faith of their father by entering into the "order of celestial marriage." Some of his sons have their plurality of wives, and their wives have their plurality of husbands. All of them believe they will be rewarded in the next world for the faith they have thus shown.

used every night. The stage floor is covered by a tarpaulin, which has been paraffined to hold water. Up front in the stage floor there is a hole which measures about two inches in diameter and connects with a barrel below the stage. Some stage floors tilt forward and make a natural drain for the water to flow off through this hole into the barrel. The Century stage floor, however, tilts backward, and immediately at the close of the act a half dozen stage hands, with sponges and mops, hurry forward to push the water into the hole and mop the paraffined cloth dry. It is the work of eight minutes. Then the stage is ready for the second act.

The actors, of course, are enjoined by the management to wear rubber shoes, rubber coats and umbrellas provided for them every night. Sometimes they go careless and pay dearly for it. The lady playing Mr. Gleesock's sister is now laid up with inflammation rheumatism on account of her carelessness. She played Sunday night, after having neglected to wear insoles Saturday night for the second and third acts. Sunday night finished her up, and a sleep at one of the hospitals is in store for her.

Mr. Bradshaw is threatened with eczema, but has faithfully promised to stick to the doctor's prescription, as well as that of the management, to wear his rubbers and ris insoles all the time.

HOW THE RAIN IN "THE WHITE HORSE TAVERN" IS MANAGED.

WRITTEN FOR THE SUNDAY REPUBLIC.

One of the most remarkable mechanical devices of modern stagecraft is the rain machine used in the first act of "The White Horse Tavern."

How do they make this downpour of rain? asked everybody who looked with amazement at the wet knees of Mr. Bradshaw, who played the part of Gleesock, at his drunken handkerchief, with which he mopped his knees, and at his dripping umbrella, as well as those of the two ladies with him. Nor was this all that startled spectators; for there was a waterspout, which arose from the roof of the inn, pouring what seemed gallons of water into the rain barrel by the side of the house, while two other spouts shed a small torrent of condensed moisture that had apparently gathered on the roof of the inn, pouring down the roof, which shames the veranda in the second story. These four streams of water are carefully managed by one man on the right side of the stage. The contrivance is simple enough, but what that it is so effective.

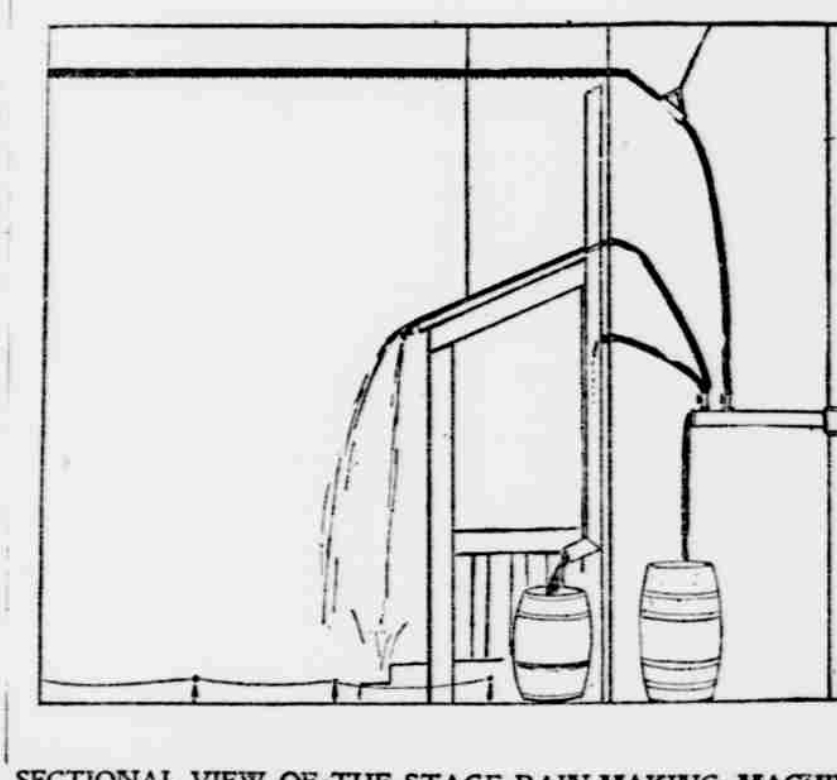
The company carries among its property a rubber hose arrangement, branching out into three sections. One section feeds the waterspout by the side of the house; the second one supplies the two streams that pour from the veranda roof, and the third section is connected with the latter and the spouts and gutters.

For his water supply the stage manager relies upon the stand-pipe which is usually found at one side of the other of the stage. In the Century Theater it is located on the right side. Connection for the three rubber hoses is made with this stand-pipe by a series of bores, which are connected with between the boards, and then the rubber hose is connected with the latter and the spouts and gutters.

One of the regular stage hands traveling with the company manages the rain. You will have noticed that it comes up gradually, pours down from the eaves first, and then when in the course of nature the downpour has been heavy enough to

cause the roof to shed, the spouts begin to pour.

About a barrel of water is thus distributed.



SECTIONAL VIEW OF THE STAGE RAIN-MAKING MACHINE.